

**ROUTING AND RECORD SHEET****SUBJECT:** (Optional)DA Office Directors Conference  
11 and 12 October 1983**FROM:** Harry E. Fitzwater  
DDA  
7D18 HQ**EXTENSION****NO.**

DDA 83-4137/1

**DATE****28 SEP 1983**

STAT

**TO:** (Officer designation, room number, and building)**DATE**

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**OFFICER'S  
INITIALS****COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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SUPPORT SERVICES TRAINEE PROGRAM

I-N-D-E-X

1. Extract from The Junior Officer Training Program, 1950-66 (OTR-11, dtd 1973); Subject: "The DDS Program -- The Support Services Course", pages 126-129
2. Memo to DCI from D/Pers Setting Forth CT Attrition/Retention Statistics from July 1951-June 1968, dtd 26 July 1968
3. Memo to DDS from Inspector General re Interview with Support CT's Concerning Change in Support Career Trainee Policy, dtd 25 February 1969
4. Memo to IG from DDS re Revision in Policy for Support Career Trainees, dtd 20 March 1969
5. Prospectus on Revised Career Development Policy for Support Career Trainees (CT's), dtd 27 June 1968

D. The DDS Program

1. Background. During the first three years of the JOT program the orientation of the training was entirely toward the DDI. Beginning late in 1953 the DDP became interested in JOT graduates, and from that time through 1965 the program became a major source of young officers for DDP assignment with as many as 80 percent of the graduates going into the Clandestine Services. Although a few graduates went to the DDS during the 1951-64 period, the program did not develop a DDS-oriented phase until late in 1964. The need for such a phase, however, had been suggested by the IG as early as February 1961. In a report of a survey of the Office of Logistics, the IG recommended

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that "the Director of Training increase the emphasis on logistics, especially as applied to station and project management, in the Junior Officer Training Program." 132/

Although the IG's report mentioned only logistics, it was the first official suggestion of the wisdom of including support training in the JOT program. The only recorded OTR reaction to the IG's recommendation came from  then the JOT Program Coordinator.

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In an August 1961 report he referred to the IG's recommendation, described the support coverage in the program at that time, and concluded that coverage of the logistics function "is adequate in the training program currently given to all JOT's." He added the statement that special courses in logistics were open to JOT's after they completed the program. 133/

2. Planning. From that time until March 1964 there was much talk of support training becoming a part of the JOT program, but there was no action. In early March 1964 there was a meeting of the chief of the Intelligence School, the chief of the OTR Plans and Policy Staff, and a member of the DDS Administrative Staff in which there was "preliminary discussion" of a support services segment of the JOT formal training program. 134/ There is no record of what prompted this

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meeting, but there is a record of a follow-up meeting in which the probable reason for the first meeting was surfaced. On 1 June 1964 [ ]

[ ] of the Headquarters Training Staff of the Operations School, [ ]

[ ] of the OTR Plans and Policy Staff, and Messrs. [ ]

[ ] of the Office of the DDS met to discuss a "Support Services portion of the JOT Program." 135/ The record of that meeting states that "discussion revealed that the DDS wants JOT's to qualify for chief of support at small stations." The meeting closed with the agreement that OTR would begin to construct the kind of program that the DDS wanted.

3. The Support Services Course. By the middle of October 1964 OTR had completed the planning, and the DTR submitted to the DDS an outline of the proposed Support Services Course. 136/ The course was to cover eight weeks and would be given in two phases. Phase one was a five- to eight-day coverage of administrative concepts, support policies, and the mission and organization of the DDS. Phase two was to last from six and one-half to seven weeks and cover practical aspects of field administration with emphasis on support at small stations -- personnel, finance, logistics, and security -- and the teaching methods would be practical exercises, case histories, and a comprehensive

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problem. The plan was to offer the course twice each year, at the conclusion of either the 18-week Operations Course or the 6-week Operations Familiarization Course. The first running was scheduled for 25 January 1965.

The course began as scheduled. There were 25 JOT's enrolled, and the chief instructor was [ ] 137/ The second running of the course began in the middle of October 1965 and ended on 17 December. There were 25 JOT's in this running also, and at the completion of the course ten of them were assigned immediately to Headquarters support jobs and 15 were assigned to overseas positions [ ]

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26 JUL 1968

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Junior Officer Training/Career Training Program

REFERENCE : Memo for Director fr D/Pers dtd 28 Jun 68, same subject

1. This memorandum is for your information in answer to your oral request. It summarizes data pertinent to the referent memorandum, updated through June 1968.

2. From its beginning through June 1968, the Program brought in a total of [ ] trainees of whom [ ] (70%) remain. This is a good overall retention rate but expressed as a single percentage it is misleading in that it includes recent entrants on duty. The trend of attrition through 38 classes, from July 1951 through June 1968, has been steadily downward from 70 per cent of Class No. 1 to zero for No. 38, the most recent. Within that overall rate there are variations among Directorates, as follows:

<u>Directorate</u>	<u>Assigned Initially</u>	<u>Retained</u>	<u>Retention Rate</u>
Clandestine Services	[ ]		60%
Intelligence			70%
Support Services			80%
Science and Technology			88%

3. The loss rate has averaged about six per cent per year for the past five years, which is not disturbing as an overall figure. More significant is the change in trend which appears to have set in during the past year. In Fiscal Year 1968, with [ ] on board, total separations were [ ] or just over five per cent. Of the [ ] occurred during the first half of the year, July-December 1967, and 40 during January-June 1968. Losses by Career Service and by Directorate to which assigned were as follows:

<u>By Career Service</u>			
<u>Directorate</u>	<u>Number Assigned</u>	<u>Separations</u>	<u>Per Cent</u>
Clandestine Services	[ ]		5.0%
Intelligence			3.4%
Support Services			7.6%
Science and Technology			-
Office of the Director			-
Career Training Program			5.0%
TOTAL			5.0%

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By Directorate in which Employed

<u>Directorate</u>	<u>Number Assigned</u>	<u>Separations</u>	<u>Per Cent</u>
Clandestine Services			6.5%
Intelligence			3.2%
Support Services			6.0%
Science and Technology			4.5%
Office of the Director			-
Career Training Program			3.7%
TOTAL			5.0%

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4. The foregoing figures do not yet show cause for great concern but the apparent tendency upward, particularly in the Clandestine Services, will require watching. A parallel and, I suspect, related trend which may be more significant appears to be setting in with respect to the reasons why trainees leave. The reasons stated in exit interviews were not tabulated systematically in prior years but available records indicate that more than half of all separations were because of external factors such as better job offers, enrollment in graduate school, return to military service, enter the family business, etc. In Fiscal Year 1968, of [ ] separations [ ] were related to internal factors mostly having to do with the job situation. Of the [ ] were assigned in the Clandestine Services.

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5. I don't think these figures argue that we are in serious trouble, yet, but I do think we would be well-advised to look hard at the management of our young professionals to be sure that the apparent trend does not worsen.

/s/ Robert S. Wattles  
Robert S. Wattles  
Director of Personnel

Distribution:  
Orig - Director  
1 - D/Pers

OD/Pers/RSWattles:hc (25 Jul 68)

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25 February 1969

MEMORANDUM FOR: Deputy Director for Support

Bob:

In drawing up the annual report on our returnee interview program, we came upon three cases in which young careerists in your SA service had remarked about a change in policy in accordance with which they were being removed from that service and placed in the service of one of the DDS component offices. To give you some idea of the flavor of their reaction to this change, I quote from the interview reports:

" (Subject) was then acquainted with the fact . . . that the policy under which the support generalist career had been started for JOT's in 1964 had been reversed. The Support Directorate was now asking all JOT's to specialize; he was asked to select a career in personnel, or administration, et al; he was told that SA was composed only of senior officers, that there were no slots below GS-13 (or GS-14); and that staff employees who had proved their capabilities in one of the special fields would be selected for assignment as general support officers when they achieved this grade level. He said that he recognized that policy changes are legitimate but feels that they should not be made retroactive. He and one other JOT in the same situation have asked to retain their SA career designation; the career panel is considering their cases."

"Without complaining, Subject says he and others of his group were wondering why things have turned out as they have. He began processing for overseas as soon as training was completed. They were told they were going to be in a six-year training program, after which they would pick their specific career field. Things have changed in the DDS, and DDS CTs now have to pick their career fields beforehand."

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"Subject says that his feeling about the Agency is at its lowest point. The general support career has been eliminated. He can understand that there may be good reasons for this, but he was not informed in the field and might have made other decisions had he known. His FRQ was answered affirmatively -- he was told his assignment would be in headquarters, but no specific job was noted. When he contacted his responsible office ... he was informed of the above and told he would have to choose one of the support areas."

In one of the interviews there was some suggestion that this new policy may be under further consideration. If it is, I should be interested in knowing how the matter stands at the present time.

I am writing to you more out of curiosity than I have any feeling there is serious trouble in this area. The interviews from which the above quotations are taken reflect good morale and a fine attitude on the part of ~~all three young men~~. *two of the men. Even the thirist, states his statement above, seems to be OK.*

Gordon M. Stewart  
Inspector General

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DD FORM REGISTRY

FILE

Training 3-1  
(2)

DD/S 69-1185

20 MAR 1969

MEMORANDUM FOR: Inspector General

Gordon:

I appreciate very much your feedback of reactions of three Support CT returnees to the change in policy of our Support CT Program. I am particularly encouraged by your report that these young men displayed a fine attitude and reflected good morale.

I established the new policy in February 1968 because career management realities demanded a change. Ceiling reductions and BALPA sharply reduced the number of overseas general administrative positions to which we had formerly been rotating new Support CT's. The new policy requires that a Support CT become established in a functional Support Career Service, acquire the professional skills of that Career Service, and move up the managerial path of that Career Service. The generalist career is not closed to these individuals; as they demonstrate their excellence, they can and will be tapped for generalist assignments.

At the time of the shift in policy, I was concerned about its impact on the approximately 125 Support CT's who had entered the Support Services under the old generalist concept. They expected an early generalist tour before fixing on a functional Career Service. In order to have as smooth a transition as possible, I designated a senior officer to explain the rationale for the change in policy to each one of these CT's, and to help them select a functional Career Service most appropriate for their interests and background. To date, approximately 90 CT's have been briefed by this officer and have entered the career management system of a functional Support Career Service. Four transferred to other Directorates; four resigned; and, twenty-two entered the "S" Service. As the remaining thirty-five return from overseas, they too will be briefed and lined up with a functional Support Career Service.

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I have been highly encouraged to date by the positive reaction shown by the overwhelming majority of Support CT's. It is always difficult to change ground rules and it is a tribute to the high quality of these individuals that they have understood and accepted the realities which necessitated a change in policy. My feeling has been reinforced by your memorandum on this subject.

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

## Distribution:

O & 1 - Adse  
✓ 1 - DD/S Subj w/Orig of background (DD/S 69-0896) and note from JEF  
1 - DD/S Chrono w/cy of ~~background~~ note  
1 - SOS/DDS Chrono  
SOS/DDS/JEF:lsm(18 Mar 69)  
DD/S 69-0896 --Memo to DD/S from IG dtd 25 Feb 69

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## Support Career Trainee Program

I. The purpose of this prospectus is to present a revised career development policy for Support CT's, to identify FY-69 requirements, and to sharpen recruitment and selection criteria for Support Career Trainees.

## II. Policy

a. The objective of the Career Trainee Program is to ensure quality input of junior professional personnel. It is expected that in time most senior level Support management positions and senior Support specialist positions will be filled by former Support Career Trainees.

b. The above can best be accomplished if in the future, CT's are recruited for individual Support Career Services and are identified with those Career Services from the outset.

c. Each Support Career Service will identify annually the CT proportion of its professional requirements so that recruitment can be geared accordingly. The Deputy Director for Support will approve the total annual Support Directorate CT intake. Since a number of junior general Support positions should be filled by Support CT's, the Support Career Services will be offered the opportunity to nominate members of the CT programs of their Career Services whose development would benefit from such a general support assignment. Career Trainees so assigned would retain their basic Career Service designation and return to the parent Career Service upon completion of their general Support tours.

## III. Recruitment and Selection Guidelines

a. Communications, Finance, Logistics, Personnel and Security Career Services have indicated in appended papers the qualifications, requirements and career development paths for CT's in the individual Career Services.

b. We appreciate the difficulty of precisely matching qualifications and interest against requirements; but the closer we come to this goal, the better we will be able to achieve meaningful career development for Support CT's.

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IV. FY-69 Requirements

The Support Offices' FY-69 Career Trainee requirements total 39 to which we have applied an 8 per cent attrition factor making the total requirement 42. We anticipate filling 12 of these requirements from SD returnees from non-Support positions leaving 30 as the requirement to be met by the Career Training Program. We have attempted in the following table to apply the attrition of 3 and the SD input of 12 against the office requirements.

	<u>Office Requirement</u>	<u>Attrition</u>	<u>To Be Filled By SD Returnees</u>	<u>CTP Selection</u>
Logistics	10	1	4	7
Communications	2	-	-	2
Finance	12	1	4	9
Personnel	10	1	4	7
Security	5	-	-	5
	—	—	—	—
TOTAL	39	3	12	30

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## Finance Career Service

### Career Trainee Requirements and Career Development Program

#### I. Finance Functions

Finance Functions include budget implementation and control, fiscal management, audit, monetary and compensation and tax. Budget and Finance units outside the Central Office comprise additional mechanisms for conducting the Agency's financial business and account for about 50 per cent of the Finance Career Service, including a large number of Finance Officer positions overseas ranging in grade level from 7 through 15, comprising most functions performed in the Central Office.

#### II. Qualifications for Assignment to the Finance Career Service

Employees should meet the selective criteria for Career Trainees and should have an academic background in Accounting or other finance activities. A major in Accounting is desirable in some candidates but not mandatory for all. Applicants should have a basic interest in a career in the Finance Management. Candidates whose academic background qualify them are eligible for premium pay in accordance with Civil Service Standards. Candidates for the Finance Career Service should be willing and qualified to serve overseas at small and large stations. This also applies to their dependents.

#### III. Staffing Requirements

The Finance Career Service anticipates a requirement for 12 Career Trainees for Fiscal Year 69.

#### IV. Career Development

Following formal training in OTR, Career Trainees will be placed on an in-house training cycle of approximately 15 weeks rotating through the various Divisions. This training gives them a basic comprehension of the various functions, methods, and procedures prior to permanent assignment.

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Personnel Career Service

Career Trainee Requirements and Career Development Program

I. Personnel Functions

A. Central Personnel Office

1. Placement
2. Position Management & Compensation
3. Contract Administration
4. Retirement
5. Benefits and Counseling

B. Other Headquarters Components

General Personnel Officer functions involving most of the Central Personnel Office activities and, in certain instances, support of overseas activities.

C. Overseas Components

General Personnel Officer functions performed at overseas locations in direct support of those employees assigned to the particular post. Involves most of the Central Personnel Office activities in addition to various related support duties applicable to overseas assignments.

II. Qualifications for Assignment to the Personnel Career Service

Employees should meet the selection criteria for Career Trainees and, preferably, should have an academic background in Personnel or Business Administration.

III. Staffing Requirements

At present, the Personnel Career Service anticipates a requirement for 10 Career Trainees per fiscal year, including those employees assigned from CT classes and those Career Trainees converted to the Personnel Career Service upon return from overseas assignment.

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#### IV. Career Development Program

Upon entry into the Personnel Career Service, the Career Trainee will usually be given relatively short-term (1-year) assignments within the Central Personnel Office during the first several years of his career. Such assignments would be accomplished within the following flexible 3-year assignment program, after which the employee would move to a generalist position outside the Central Office or be assigned to a specialist function within the Central Office.

##### Initial (when practical)

Transactions and Records (up to one month)

##### 1st and/or 2nd year

Placement  
Position Management & Compensation  
Contract Personnel

##### 2nd and/or 3rd year

Benefits and Counseling (exit interviews, death cases, etc)  
Retirement (technical)

☐ - (depending on the employee)  
☐ - (depending on the employee)

##### Final (when practical)

Central Processing (up to one month)

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## OFFICE OF COMMUNICATIONS

QUALIFICATION REQUIREMENT FOR CAREER TRAINEE: The Candidate should be between the ages of 22 and 30 and able to meet the prescribed physical and security standards. Preferably, he has satisfied his military obligation, but this is not an essential requirement. (He may be single or married; but if married, his wife must also be able to meet the physical and security standards.)

It is desirable, but not essential, that this individual be able to touch type at 25 wpm or better, send a receive Morse Code at 12 wpm or better, and copy CW on a typewriter.

It is essential that this individual has obtained from an accredited college or university a BS Degree in Engineering, Mathematics, Physics, or other scientific subjects. In addition to his technical degree, it is desirable, but not essential, that he have some technical training in the communications field. Hopefully, this will have been obtained while in the military service and will have included Morse Code, radio theory, and some experience in the radio communications field. It may also be that he has an amateur radio operator license, taken correspondence courses in communications subjects, or gained other experience or training in the commercial radio field.

He should know enough about communications work to know if he will like it or be interested in it, even though it may be different from other work with which he is more familiar. He further realizes that he will be subject to extensive foreign travel both PCS and TDY. He also understands that he is expected to be honest, dependable and adaptable, and exhibit initiative and maturity in his actions.

CAREER DEVELOPMENT FOR CAREER TRAINEE WITHIN THE OFFICE OF COMMUNICATIONS: The program for the Career Trainee within this Office normally would extend for a period of three to four years, and is designed to systematically provide for the selection and preparation for qualified young personnel with communications interest for future assignments of responsibility

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within this Office. The initial phase of the program commences with basic communications training which includes Agency orientation courses, and the 26-week Commo Tech/Radio Operator course or a modified version thereof. He fully understands that his participation in the CT/R course is not designed to turn him into a first-class radio operator. Rather, it is designed to give him a solid foundation and familiarization of basic communications, a fuller understanding and appreciation of the activities and personnel that he will be supervising or managing in the future, and some competence in a basic communications skill. He understands that he will be expected to participate fully in this course and gain as much competence as his abilities allow, but that his future in the program and his career are not dependent upon his skill as a radio operator. He anticipates that this basic training phase will be followed by an "experience assignment" in the Headquarters area which will last for approximately one year. This will be followed by an overseas "experience assignment" for two years' duration. During these assignments, he will have the opportunity to demonstrate his supervisory and managerial potential while at the same time, gaining valuable communications experience. At the completion of this tour, he expects to be assigned more permanently to an OC Staff. This assignment will be commensurate with his potential, ability, personal desires, and the needs of the Office. He also expects that he will receive additional training and experience in supervision and management as he progresses, and that every effort will be made to provide him guidance and assistance in the selection of self-improvement courses which will enhance his value to the Organization.

REQUIREMENTS: At present, our objective is to gradually increase the number of candidates until we have ten persons in the program and to maintain the program at that level. At any one time, five of the ten candidates would be receiving that two-year training at Headquarters and the remaining five would be undergoing advanced field training at our Area Headquarters. To reach and maintain this ratio, it will be necessary to alternate the number we recruit, introducing into the program two persons one year, three the next, and so on.

We now have five candidates in training. Our recruitment cycle would begin in FY '69, at which time, we would enter two persons into the program with three persons entering in FY '70. Because of our large pool of Engineers within the Office, and our relatively modest annual input requirement, we would expect a goodly portion of our new candidates would enter the program from within the personnel resource of the Office.

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Office of Security

CIA Security Officers, serving in a variety of specialties in the United States and abroad, protect the Agency's people, activities, installations, and information.

To perform this mission, CIA requires the services of young men who are of high character, keen intelligence, unquestioned loyalty to the United States, and versatility. Adaptability is a key prerequisite for a career which may include assignments as an investigator, a physical security officer, a personnel security specialist, and other diversified positions.

Security investigators are in the forefront of the Agency's rigorous effort to screen applicants for employment. An intensive personnel security investigation is conducted prior to the affiliation of any individual with CIA, in order to preclude the acceptance of persons who may be controlled, or controllable, by an opposition intelligence service. This job entails interviewing people in all strata of society, reviewing records, and writing investigative reports.

The investigator must be capable of dealing effectively with people, and requires an analytical mind to be able to determine the course of action to be followed in validating or disproving investigative

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leads. The ability to express himself well, orally and in writing, is indispensable. Frequent domestic travel and occasional brief trips abroad are usually requirements of this position.

The prospective investigator must have a bachelor's degree; should preferably have some experience in investigations or a related field; and should have completed his active military duty obligation.

After serving as an investigator for three to five years, the Security Officer may move into other specialties.

Physical Security Officers, for example, are responsible for planning and effecting the protection of Agency installations, at home and abroad. Some Security Officers serve foreign duty tours of two to five years duration. Others travel to foreign installations to conduct inspections of the security safeguards in effect, and to recommend improvements.

The Physical Security Officer may engage in research or testing in an effort to develop improved security equipment - alarm systems, vaults, etc. Or he may have the task of investigating security violations, or developing new systems for the secure handling and storage of highly classified documents.

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The general qualifications for a Physical Security Officer are the same as for an investigator, although mechanical interests or aptitudes may be an asset in this position.

Personnel Security Officers direct the investigative effort from Headquarters, evaluate the investigative reports, determine the issuance of security clearances, and provide advice, guidance and assistance to CIA personnel in matters relating to security.

Personnel Security Officers usually have served several years as investigators, and have demonstrated the keen judgement essential to this type of work. Basic qualifications are the same as for investigators.

The position of Technical Security Officer presents an opportunity for a career in security work for the electrical engineer. In an age where electronic eavesdropping has become a prime weapon of every intelligence service, the tasks of detecting, countering, or neutralizing opposition efforts have achieved paramount importance.

The Technical Security Officer's job is challenging and rewarding. The stimulating race between the offensive and defensive states of the art provides unparalleled opportunities for research, foreign travel, and service to the U. S. intelligence effort.

Technical Security Officer applicants must possess at least a bachelor's degree in electrical engineering and must have considerable personal flexibility, permitting frequent and extended travel abroad.

Requirements FY 69

3 with general qualifications

2 with technical qualifications

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5 Total

**SECRET**Office of LogisticsQUALIFICATIONS FORCAREER TRAINEES: (GS-08 to 10, depending on experience)

- Males -- Age 21-35** Single or married w/families of a size that would not present housing difficulties at field installations.
- Flexibility --** Must be physically able and willing to serve wherever and whenever required (at Agency Headquarters or Domestic or Overseas installations) on either TDY or PCS.
- Emotional Stability**
- Ability to exercise mature judgment and possess leadership qualities and supervisory potential.
- Ability to meet and deal effectively with all individuals, including technical and executive personnel both in and outside the Agency.
- Writing Ability --** Must be able to write in a clear, concise manner and apply analytical approach to solution of complex problems.

Functions in which Career Trainees may be assigned during this long-range career development within the Logistics Career Service would include Supply (receipt, identification and cataloging, storage and issue, maintenance and repair, disposition, inspection and inventory of supplies and equipment, stock records and stock management, and shipment of cargo; Procurement of supplies, equipment and services or contract negotiation and administration; Real Estate and Construction (including acquisition, repair and alteration, maintenance, etc. of real property, leasing, construction and utilities engineering, and public works functions); Printing Services (composing, typesetting, photography, press operations, platemaking and bindery activities); and Logistics Services (space requirements and planning, allocation of space, minor alterations, maintenance, moving, telephone services, and distribution of housekeeping supplies.

<u>Number Requested per FY</u>	<u>Degree Desired</u>	<u>Initial Assignment</u>	<u>Grade Range upon Assignment</u>
5	BA - Bus. Admin.	Supply Division or Logistics Services Div	GS-08-GS-10
3	Law or Accounting	Procurement Division	GS-08-GS-10
1	BA - Printing Mgmt	Printing Services Div	GS-08-GS-09
1	BA - Civil, Mechanical, Real Estate and Electrical, Industrial Construction Div Architectural or Con- struction Engineering		GS-08-GS-10